

THE FOLLOWING DOCUMENTS  
ARE ATTACHED:  
(Please do not remove)

ER 3103X 88

PAO 0296 + 0297 88

ER 3103X/1 88

SUBJECT:

**EXECUTIVE SECRETARIAT**

**ROUTING SLIP**

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		X		
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO		X		
15	D/PERS				
16	D/Ex Staff				
17					
18					
19					
20					
21					
22					
SUSPENSE		Date			

Remarks

STAT

ER 88 3103X/1

Executive Secretary

14 SEP 88

Date

2427 (10-81)

310-15

~~EXECUTIVE SECRETARIAT~~

ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		X		
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO		X		
15	D/PERS				
16	D/Ex Staff				
17					
18					
19					
20					
21					
22					

SUSPENSE

Date

Remarks

ER

STAT

ER 88 3103X/1

Executive Secretary

14 SEP 88

Date



**The Charles Stark Draper Laboratory, Inc.**

555 Technology Square, Cambridge, Massachusetts 02139

Telephone (617) 258-1657

Joseph V. Charyk  
Chairman of the Board

September 7, 1988

The Honorable Robert M. Gates  
Deputy Director  
Central Intelligence  
Washington, D.C. 20505

Dear Mr. Gates:

On behalf of the Board of Directors of the Charles Stark Draper Laboratory, Inc. I would like to express our deep appreciation to you for meeting with us at our dinner last night and especially for your stimulating and challenging comments.

As I mentioned, we are in the process of focussing on the future directions of the Laboratory and the development of a long range strategic plan for the Corporation. As you know the major focus of the Laboratory since its inception has been on the development and improvement in accuracy of guidance systems for the nation's strategic missile forces. The success of these efforts has now led to the need for a refocusing of the Laboratory's skills, experience and energies to new development areas that are important to the national security of our nation.

Your astute and stimulating comments were, therefore, most timely and appropriate and we are most grateful to you for coming to Cambridge and stimulating our planning and thinking.

The enthusiastic comments I have received from our directors are testimony to the importance and timeliness of your observations. We thank you for them.

Sincerely yours,

Joseph V. Charyk  
Chairman

JVC:elt



P-310-1R

**Page Denied**

Next 2 Page(s) In Document Denied

Orig. - DDCI [redacted]  
1 - ER  
STAT 1 - [redacted]  
1 - D/PAO  
1 - PAO Registry  
1 - PAO Ames  
1 - MED(Subject)  
1 - Jean  
1 - DCI Security

26 August 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: William M. Baker  
-Director, Public Affairs Office

SUBJECT: Trip to Boston to Address the Board  
of Directors of the Draper Laboratory

1. This is background information for your trip to Boston to address a dinner meeting of the Board of Directors of the Charles Stark Draper Laboratory, Inc. (CSDL) on Tuesday, 6 September. The meeting will be held at the Algonquin Club, 217 Commonwealth Avenue in the Back Bay section of Boston. Phone: (617) 266-2400. Since the press will not be present, a member of the Public Affairs Office will not accompany you unless you request it. A business suit is the dress for the occasion.

2. Arrangements for the Dinner Meeting and Address of the Board of Directors of the Draper Laboratory: You are asked to be in the lobby of the Algonquin Club at 6:00 p.m. where you will be met by President and Chief Executive Officer of the Draper Laboratory, General Ralph Jacobson USAF (Ret.) General Jacobson (Jake) will escort you to the third floor for the reception and dinner in dining rooms one and two. Dinner will be served at 7:00 p.m. Your remarks are scheduled to begin between 7:45 p.m. and 8:00 p.m. and General Jacobson will introduce you. The suggested format is 10-15 minutes of remarks followed by 30 minutes of discussion. Adjournment is at 9:30 p.m. General Jacobson requests that the meeting be off-the-record. You will be seated between Chairman of the Board of Directors Joseph Charyk on your right and General Jacobson on your left. (See tab for biographies.) All other attendees will be seated at a large round table and the seating is unassigned. You are asked to address the group at the table. Since this is a small group a podium and microphone will not be available.

General Jacobson asked me to let you know that he was not planning to tape the program, but said he would not mind if we did. My sense is the group would be more comfortable if we did not tape. Unless you feel strongly that you would like your remarks taped for the historical record, we will not do so. Draper Laboratory does not plan to publish any of your remarks.

~~FOR OFFICIAL USE ONLY~~



P-310-11

3. Audience: You will have an audience of 18 members of the Board of Directors of the Draper Laboratory which include the following:

Donald J. Atwood, Jr.	Vice Chairman, General Motors Corporation
Solomon J. Buchsbaum	Executive Vice President, Customer Systems, AT&T Bell Laboratories
David V. Burke, Captain, USN (Ret.)	Vice President Engineering, CSDL
Joseph V. Charyk	Chairman, Board of Directors, Charles Stark Draper Laboratory, Inc., Retired Chairman and Chief Executive Officer, Communications Satellite Corporation (COMSAT)
Paul C. Dow, Jr.	Head, Navy Strategic Programs Department, CSDL
David C. Driscoll	Vice President, Finance and Treasurer, CSDL
Robert A. Duffy	Consultant to the President (1987); President and CEO (1972-87), CSDL
Donald C. Fraser	Vice President for Technical Operations, CSDL
Joseph G. Gavin, Jr.	Senior Management Consultant and Former President, Grumman Corporation
Samuel L. Gravely, Jr. Vice Admiral, USN (Ret.)	Former Executive Director, Education and Training, AFCEA
Ralph H. Jacobson	President and Chief Executive Officer, CSDL
William A. Nierenberg	Director Emeritus, Scripps Institution of Oceanography, Vice Chancellor Emeritus of Marine Sciences, University of California, San Diego

FOR OFFICIAL USE ONLY

Joseph F. O'Connor	Vice President, Personnel and Administration and Assistant Secretary of the Corporation, CSDL
Peter C. Read	Executive Vice President, Bank of Boston
Frederick J. Robbins	Secretary of the Corporation, CSDL
Robert C. Seamans, Jr.	Senior Lecturer, MIT
William Stanton	Vice President, Corporate Development, CSDL
Robert M. White	President, National Academy of Engineering

(See tab for biographies.)

4. Background: The Laboratory was founded by Dr. Charles Stark Draper before World War II and was known as the Instrumentation Laboratory of the Massachusetts Institute of Technology. "Doc" Draper who was also the director of the famed research Laboratory that bears his name died in 1987 at the age of 85. In addition he served as head of the Aeronautics and Astronautics Department at MIT. He evolved the theory, invented and developed the technology, and led the effort that made inertial navigation operational in aircraft, submarines, missiles and space vehicles. He is known as "the Father of Inertial Navigation." His theory provided the navigation system for sending the Apollo to the moon. (See background tab)

As a result of the unrest during the Vietnam War, the Laboratory was divested from MIT and became a not-for-profit institution whose purpose is to contribute to the national interest. At the time of divestment a group of distinguished Americans was formed to hold the assets of the Laboratory in trust for the taxpayers of the United States. This group is called the Draper Corporation and numbers approximately 35 at any one time. From this group approximately 12 to 13 are elected as Board Members of the Laboratory and function much the same as the Board of Directors of any corporation. (See tab for list of members, directors, and officers.) According to General Jacobson, remuneration is small and serving on the board is similar to the CSDL Directors' participating in a public service. (For further information see brochure in front pocket.)

This is the second dinner meeting program held by the Board of Directors. The speaker at the first meeting was Dr. James Howell, Chief Economist for the Bank of Boston.

STAT



William M. Baker



FOR OFFICIAL USE ONLY

SCHEDULE OF EVENTS/CONTACTS

Trip to Boston, Massachusetts  
To Address the Board of Directors  
of the Charles Stark Draper Laboratory, Inc.

Tuesday, 6 September 1988

Mid-afternoon Depart, National Airport  
Transportation, Lear Jet

Arrive, Hanscom Air Force Base  
Bedford, Massachusetts

6:00 p.m. Arrive, Algonquin Club  
217 Commonwealth Avenue  
Boston (Back Bay section)  
Met by President and CEO of Draper Laboratory  
General Ralph Jacobson ("Jake")  
Phone: (617) 266-2400

6:05 p.m. Reception, third floor dining rooms one and two

7:00 p.m. Dinner, third floor dining rooms one and two

7:45 p.m. Introduction, General Jacobson  
Address by The Honorable Robert M. Gates  
10-15 minute remarks, 30 minutes of Q&A

9:30 p.m. Adjournment

10:00 p.m. Depart, Hanscom Air Force Base  
Bedford, Massachusetts

11:15 p.m. Arrive, Washington, D.C. area

Contacts: General Jake Jacobson (617) 258-2868  
Secretary, Peggy Hood

FOR OFFICIAL USE ONLY

CENTRAL INTELLIGENCE AGENCY

OFFICE OF THE DEPUTY DIRECTOR

9 August 1988

STATro:

Public Affairs  
1016 Ames Bldg.

Per our phone conversation attached is the material for the Draper Board of Director's session in Boston on 6 Sept for the DDCI.

STAT

O/DDCI

Executive Registry

88-3103X



## The Charles Stark Draper Laboratory, Inc.

555 Technology Square, Cambridge, Massachusetts 02139

Telephone (617) 258-2868

29 July 1988

Office of the President

The Honorable Robert M. Gates  
Deputy Director Central Intelligence  
Washington, DC 20505

Dear Bob:

Thank you very much for accepting our invitation to speak at a dinner meeting of the Board of Directors of the Draper Laboratory. I am delighted at the prospect of seeing you again, and all the Members of our Board are eagerly anticipating your informal remarks after dinner. The evening will commence with cocktails at 6:00 pm on Tuesday, September 6 at the Algonquin Club, 217 Commonwealth Avenue in the Back Bay section of Boston. Dinner will follow at 7:00 pm in the private dining rooms in the club (Algonquin 1 & 2).

Perhaps a few words about the Draper Laboratory would be useful to you. The Laboratory was started by Dr. Charles Stark Draper before World War II and was known as the Instrumentation Laboratory of the Massachusetts Institute of Technology. Doc was the Head of the Aeronautics and Astronautics Department at M.I.T. As a result of the unrest during the Vietnam War, the Laboratory was divested from M.I.T. and became a separate not-for-profit institution whose purpose is to contribute to the national interest. At the time of divestment a group of distinguished Americans was formed to hold the assets of the Laboratory in trust for the tax payers of the United States. This group is called the Draper Corporation and numbers approximately 35 at any one time. From this group of 35, around 12 to 13 are elected as Board Members of the Laboratory and function much the same as the Board of Directors of any corporation.

I have enclosed a copy of our last annual report, the last two pages of which contain the names of all Members of the Draper Corporation and Board Members. I have also enclosed some information on each of the Board Members, all of whom plan to attend the dinner on September 6.

Thanks again, Bob, for agreeing to come and meet with us. We are very much looking forward to it. Please have your staff contact me at (617) 258-2868 if we can be of any assistance with arrangements for your trip to Boston.

Warm regards,

Ralph H. Jacobson  
President and CEO

DCI  
EXEC  
REG

RHJ:pah  
Enclosures

P-310-IR